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MAGID-2

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : Study of the Relationship Between Production and Service Units in the DD/I

A. Introduction

MAGID has examined the relationships between DD/I production and service units, including their present working relations, comparative grade structures and other statistical data, morale, interchange and operations, and responsibilities to and for each other. Discussions within MAGID; with the DD/I, ADD/I, and other ODD/I officials; and with a sampling of employees from all components in the DD/I confirmed the need for improvement in the current user/service relationship.

Both production office and service and staff personnel generally acknowledge that analysts make insufficient use of the support available to them within DD/I and elsewhere. In the current era--with a renewed emphasis on fewer publications, higher quality analysis, and in-depth research--service organizations more than ever should have the ability to provide useful support to analysts, and great care should be taken to ensure that such helps are fully exploited. On the other hand, production office personnel sometimes feel that the quality of the service product and the handling of administrative or procedural matters which are service specialties are inadequate or not sufficiently responsive. Service units must ensure that their activities are relevant to current production office needs, and service personnel who do not adequately serve should be replaced by those who can and will. All offices and staffs in the Intelligence Directorate must increasingly work together and share responsibility for the final intelligence product.

To ensure that the best possible relationship develops between production and service units, MAGID makes the following principal recommendations. The group hopes you will assign responsibility for their immediate implementation. A list of other suggestions is included, as well as a short summary of the rationale underlying the recommendations and suggestions. MAGID is prepared to speak in support of its memorandum, and statistical and additional background material are also available.

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B. Principal Recommendations

1. The DD/I and ADD/I, in meetings and discussions with management and operating personnel, should stress that everyone's contribution to the DD/I product is important. Specific reference to service and staff support will bolster service unit morale and prompt reconsideration of condescending attitudes in the production offices. Responsibility: ODD/I
2. Letters of instruction* to production analysts should clearly specify their responsibility to support staff projects and to use fully the available assistance from service units. Similarly, service unit personnel should be rated against clearly stated responsibilities to provide timely and responsive service. Responsibility: DD/I Administrative Staff and DDI supervisors
3. The DD/I quarterly schedules of production and research, prepared in the ODD/I Executive Staff, could be a more useful tool in promoting cooperation between production offices and service units. More frequent issuance and wider dissemination would be helpful. Services should be encouraged to use these schedules to search for opportunities to offer assistance to offices/analysts.** Responsibility: ADD/I and Executive Staff, management of services and staffs.
4. Division and branch chiefs in both production and service units should discuss regularly the problems and progress of their substantive relationships. Such conferences could provide the opportunity for discussing production office plans which might entail service support, as well as service organization plans that could offer new opportunities for production office use. The two should plan together or at least with the full knowledge of the plans and developments of each other. Responsibility: Office chiefs should ensure that regular contact is maintained.

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5. Substantial contributions by service units to Directorate production should be acknowledged. Commendations should be encouraged. Credit lines could be included at the front of publications to acknowledge exceptional service and staff support. Responsibility: Production offices.

6. Services and staffs must do a better job of advertising their wares. One-page contact directories, such as that soon to be issued by FBIS, should be compiled, widely disseminated and regularly revised by IAS, CRS, IRS, and OBGI. (Production offices should also consider such a directory to facilitate contact.) Consideration should be given to the issuance of a brief handbook outlining available Agency services. Responsibility: Management of services and staffs.

C. Further Suggestions

1. DD/I supervisors at all levels and in all components must be made aware of the problems and consequences of stereotyped thinking about service personnel--that such people are less ambitious or not as well-trained, for example--and should be encouraged to take appropriate measures to attack the problem in their own offices.

2. A sanitized version of the Planning Staff statistics on comparative slots, grade structures, educational levels, supervisor characteristics, etc., provided to the MAGID Task Team should be made more generally available to all DD/I supervisors. This data would help to dispel false assumptions about the relative standing of DD/I offices and could be used, with discretion, to give new employees and those considering job changes a clear picture of the opportunities available within DD/I.

3. Candid information about such matters as job location, space allocation, parking privileges, and training opportunities should be disseminated throughout DD/I to counter the notion that service units are short-changed on fringe benefits. A possible vehicle would be a revised and more frequently issued DD/I newsletter.

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4. At least once every five years, each analyst should be required to participate in a one-day refamiliarization course regarding available Agency services.

5. Given new production guidelines and the redistribution of tasks within production offices, there may be need for new partnership arrangements between specialists in service organizations and analysts if certain areas of the world (e.g., Sub-Sahara Africa) are to be monitored effectively and an adequate information base maintained. The DD/I Planning Staff should be asked to examine this question and provide its conclusions to ODD/I and to MAGID.

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Attachment

Summary Statement of MAGID Rationale

1. Attitudes and Morale

A key problem for service and staff personnel is not that they themselves feel like second-class citizens, but that they believe others perceive them that way. Most service people queried by MAGID prefer their jobs to being production analysts; they like their work and feel it is important. But morale is adversely affected by their perception of how they and their work are viewed by DDI management and production offices. Too many in the Intelligence Directorate seem to assume that anyone working on a staff or in a service unit is not as likely to be as highly qualified, or be as ambitious, or have as much potential as someone from a production office. And too many assume that trained and qualified people who somehow got lodged in a service or staff will try to get to a production office as soon as possible. The perpetuation of such stereotyped thinking is reflected in the observations of DDI management and even in those of the ODD/I. There is a general attitude that the production analyst is the key person--the most important DDI resource--and that the contributions of other components are secondary. MAGID recognizes the central importance of the production offices to the DDI product but emphasizes that this should not be stressed to the degradation of service and staff units. All who participate in some fashion in the final intelligence product should be fully recognized and made to feel that their contributions are significant.

2. Grade Structures

Statistical material prepared for MAGID by the DD/I Planning Staff shows that the grade structure of services and staffs is somewhat lower than that of production offices. After a careful analysis, however, the MAGID Task Team concluded that the differential is not excessive and is explicable. Moreover, there are other, more striking, differentials that have nothing to do with the "class" relationship between production and service units. "Money" issues need not be a significant factor affecting morale.

3. Fringe Benefits

Regarding job location, space allocation, parking privileges, training opportunities, etc., the services and staffs are treated no better and no worse than other DD/I components. The one exception, however, seem to be that production office employees have historically been given preference for high-prestige assignments, such as senior schools

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4. Planning, Communications, Orientation, and Training

Short of a marked change in the attitudes of production office analysts, the best prospects for improving cooperation between services and analysts seems to lie in increasing their understanding of each other through certain institutionalized arrangements. A program of orientation (on which MAGID is currently working) should help, as should the wider dissemination of the DDI quarterly production schedules and regular contact between middle-managers in production and service units.

5. Rotation

While some increase in rotational opportunities may be warranted, rotation of job assignments can never be more than a peripheral and selective training exercise, affecting relatively few persons.

6. Tradeoffs

Production offices often cite real or imagined time pressures as the reason for not exploiting service opportunities or supporting staff projects more thoroughly. To a considerable extent, claimed time pressures mask real problems (laziness; insufficient knowledge of the services and staffs or of how to use them; too heavy a reliance on materials at hand; or a judgment, sometimes true, that the services and staffs are not adequately equipped to provide real help.) In any case, analysts give priority to tasks their supervisors consider important. As increasing pressures for greater quality in production and for more effective resource use prompt reexamination of the analyst's responsibilities, a memorandum of instruction defining his tasks presumably will reflect (a) the need to take advantage

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of service helps available and (b) the need to provide expertise to help guide current collection activities and to ensure that resources for future collection facilities are well spent. The current (and visible) analyst effort must be weighed against the future (and largely invisible to the contributor) benefits. The O/DDI should ensure that this is done.

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